

Introduction to Effective Coaching

Objectives

- To identify the "why" behind coaching.
- To define the differences of Coaching vs. Consultation.
- To define characteristics of an effective coach.
- To identify the 5 different types of coaching.
- Roles and responsibilities of coaches.
- The future of coaching programs.

Why Coaching?

TRAINING COMPONENTS	Understand knowledge & skills impact on teachers	Actually learn skills	Actually apply skills in the classroom
Presentation of theory	85%	15%	5% - 10%
Plus modeling	85%	18%	5% - 10%
Plus practice & low-risk feedback	85%	80%	10% - 15%
Plus coaching feedback & peer visits	90%	90%	80% - 90%

*Joyce B. & Showers, B. (1995). *Student achievement through staff development: Fundamentals of school renewal*. White Plains, NY: Longman.

Consultation versus Coaching

Consultation

- One person or a group
- Creates and directs goals
- Problem-Solution focused
- Directive, expert role
- Short-term, project focused
- Technical

Coaching

- One person
- Focuses on other person's goals
- Builds on other person's strengths
- Collaborative partnership that supports growth of the other person
- Ongoing as needed
- Relationship building

Consultation versus Coaching

Scenario #1

A teacher has contacted you about a new student that will be arriving next week. She has reviewed his IEP, but does not feel that it gives detailed information on the unique learning styles specific to him. She would like to have some strategies in place for a smooth arrival and transition, but is not sure where to start. You meet with her to discuss the procedures that your LEA has outlined for students transferring in from outside the LEA and you discuss steps she might take to further assess the student's strengths and needs.

Consultation versus Coaching

Scenario #2

A teacher wants your help with individualizing visual schedules for her students. She completes a self-assessment and you complete a walk-through, focusing on the implementation and individualization of visual schedules. Afterward, you debrief and based on the data you both collected, you discuss strengths of the implementation of this strategy. You then work together to complete a Schedule Worksheet for one student, which uses information about the student's unique learning styles to guide individualization of a schedule. The teacher agrees that she will be responsible for completing Schedule Worksheets for the remainder of her students. You agree to be responsible for developing a visual schedule for the one student who was discussed during your debrief conversation, as a model. You collaboratively document a summary of your debrief conversation and responsibilities for the week. You agree to schedule a follow-up meeting a week later.

Consultation versus Coaching

Scenario #3

You have been contacted by your EC Director to support the transition of a student from middle school to high school next year. You work with the middle and high school teams to develop a plan of support that includes:

- A transition meeting prior to the end of the school year.
- Having the high school teachers observe the middle school classroom to get a better understanding of evidence based practice implementation and progress monitoring.
- You spend time with the high school team prior to the new school year developing supports for when the student arrives.
- You have the teacher complete a self-assessment.
- At the beginning of the school year you work with the high school teacher(s) using a process of observation, goal development, modeling and provision of guided practice around the goals.
- You have discussion with the teacher around progress monitoring of the goals developed and evaluation of the process.

Consultation versus Coaching

Scenario #4

You have been contacted by a principal in regards to the behavior of a Kindergarten student who is identified with autism. This student spends most of his day in the General Education Classroom. The principal requests that you come observe the student and help the teacher implement supports. During the observation and debrief discussion with the teacher, it becomes known that she does not have any knowledge of autism or experience working with students with autism. You encourage the teacher to register for an upcoming Professional Development targeting working with students with autism. You also have discussion around some Evidence Based Practices that may be helpful and offer to e-mail her some resources. Lastly, you provide her with an online resource of modules in order to get more information about autism and effective supports. You inform the teacher that you will follow up with her in 2 weeks; after she has viewed some of the modules and resources, and attended the upcoming training.

Characteristics of Effective Coaches

<u>Beliefs</u>	<u>Teaching Expertise</u>	<u>Coaching Skills</u>
<p>An effective coach: *Is willing to learn.</p> <p>*Has a passion for ongoing development.</p> <p>*Believes in others' capacity to grow & develop.</p> <p>*Has the attitude that everyone is important. *Does not presume to have "The Answer."</p> <p>*Understands his or her own assumptions & makes those transparent.</p> <p>*Is committed to continuous improvement.</p> <p>*Has moral purpose.</p> <p>*Can let go of feeling responsible for another person's behaviors.</p>	<p>An effective coach: *Is skilled in instructional planning.</p> <p>*Demonstrates success in his or her work as a classroom teacher.</p> <p>*Reflects on his or her own practice.</p> <p>*Articulates his or her own practice.</p> <p>*Uses multiple methods of assessing students.</p> <p>*Has strong classroom organization and management.</p> <p>*Is fluent in multiple methods of delivering instruction.</p>	<p>An effective coach: *Understands and applies knowledge about adult development.</p> <p>*Diagnoses teachers' needs.</p> <p>*Aligns support to teachers' identified needs.</p> <p>*Communicates effectively.</p> <p>*Listens skillfully.</p> <p>*Uses effective questioning skills.</p> <p>*Understands and employs a specific reflection process.</p>

Characteristics of Effective Coaches

<u>Relationship Skills</u>	<u>Content Expertise</u>	<u>Leadership Skills</u>
<p>An effective coach:</p> <ul style="list-style-type: none">*Has good interpersonal relationships.*Wants to be part of a team.*Fosters trust.*Works effectively with teachers and principals.*Is respected by peers.*Has patience for the learning process.	<p>An effective coach:</p> <ul style="list-style-type: none">*Possesses & applies appropriate, in-depth content knowledge.*Uses research & theory to support instructional decisions.*Establishes a collegial learning environment to support teachers in reflecting on their practice.*Stays current with changes in curricula & new instructional practices.	<p>An effective coach:</p> <ul style="list-style-type: none">*Stays abreast of best practices in professional learning.*Engages others in developing plans for improvement.*Maintains a productive culture.*Communicates the school's vision.*Aligns work with school goals.*Uses data to make decisions.*Understands and applies knowledge about change.

Types of Coaching

Five models of coaching:

Instructional Coaching - “Customize professional development to match each teacher’s needs & interests while they help the school establish a common understanding across all teachers.” (Sweeny, Barry W. 2001, p. 50)

- Demonstrate lessons.
- Co-plan lessons: Assessment, solve problems, and reflect.
- Co-teach to support teachers in professional growth.
- Primary responsibility is to reflect with teachers and provide nonjudgmental support.
- Gradual release model (I do, we do, you do).

Types of Coaching

Five models of coaching:

Technical Coaching - “Helps teachers to answer training to classroom practice. It follows training in specific teaching methods: this model pairs consultants with teachers or teachers with one another.” (Garmston, Robert. 1987, p. 18)

- Utilized when the coach needs to provide specific information about how to do something, give advice, or problem solve.
- Coach’s focus is on helping teachers acquire logistical information or content knowledge.
- The goal here is to ensure fidelity of a program.

Types of Coaching

Five models of coaching:

Content Coaching - Supports teachers and offers feedback based on content area.

- Work is based on content standards and data related to instruction and student learning.
- Assist teachers with lesson planning around content standards, along with analyzing and reflecting on those lessons.

Types of Coaching

Five models of coaching:

Cognitive Coaching - Based on the belief that clients have internal resources & their own best answers (Cognitive Coaching Process - Costa, Arthur & Garmston. 2002.)

- The coach reflects the clients' thinking back to them, helping them to find their own way.
- Support building the teachers' internal resources & capacities.
- Focus on support teachers to become conscious of their actions and the impact of those actions on their learners.

Types of Coaching

Five models of coaching:

Peer Coaching - “A process where teams of teachers regularly observe one another and provide support companionship, feedback, and assistance.”
(Valencia, Sheila & Killion, Joellen. 1988, p. 170).

- Requires that each person act as the coach and as the client at different times.
- Appropriate when two or more teachers want to collaborate in order to improve instruction.

Roles & Responsibilities of Coaches

1. Resource Provider
2. Data Coach
3. Instructional Specialist
4. Curriculum Specialist
5. Classroom Supporter
6. Learning Facilitator
7. Mentor
8. School Leader
9. Catalyst for Change
10. Learner

The Future of Coaching Programs

As teaching and learning continue to evolve, so will coaching.
Coaching programs will:

- Build new capacity for school leadership.
- Continue to influence individual teachers & teacher teams.
- Build organizational capacity.
- Adapt with technology.

Resources

- Killion, Joellen, Cindy Harrison, Chris Bryan, and Heather Clifton. *Coaching Matters*. Oxford, OH: Learning Forward, 2012. Print.

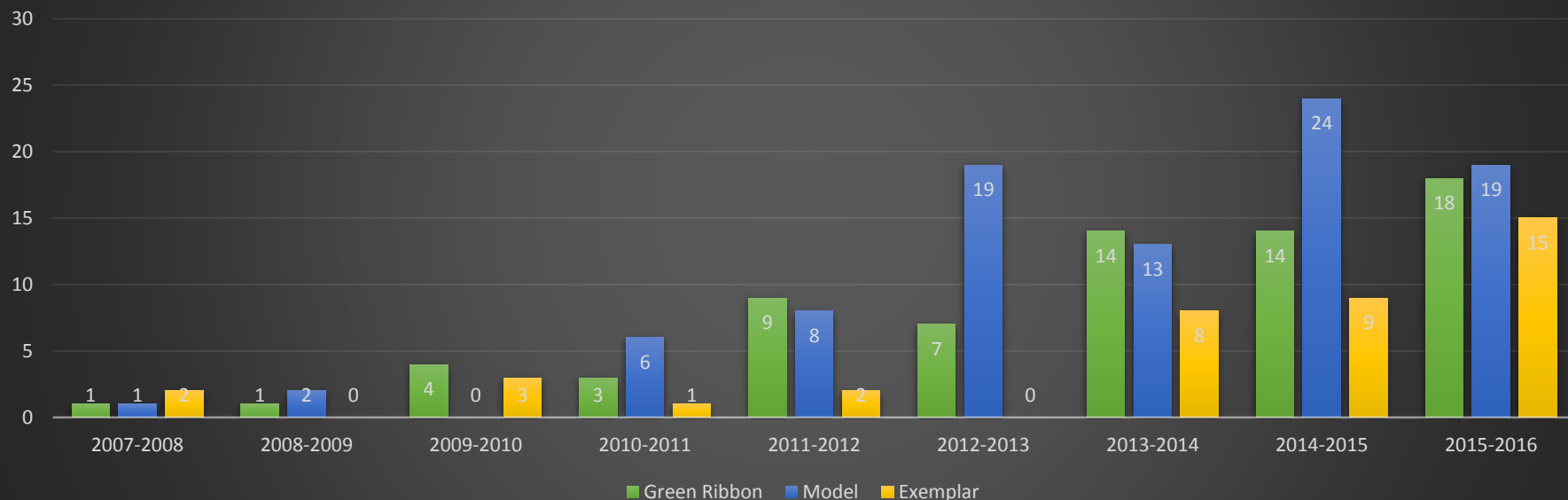
Coaching PBIS

Cumberland County Schools

Cumberland County Schools PBIS Stats

- 87 schools in the district
- 58 schools implementing PBIS at different tiers of implementation
- 39 Implementing Elementary Schools
- 9 Implementing Middle Schools
- 8 Implementing High Schools
- 2 Implementing Alternative Schools

Cumberland County Schools PBIS State Recognition



- Despite growth in schools trained in PBIS, we experienced little growth in recognition
- 2014-2015 began focus on building In-school coaching support
- 2015-2016 began strategically addressing coaching in schools
- 2016-2017 developed stronger support for schools & providing coaching PD sessions

PBIS District Tiered System of Support

Coaching
Schools &
Sustaining
Implementation

Behavior Team Support
Targeted training
Data driven problem solving sessions

Meetings with PBIS team
Increased fidelity checks
Faculty PD
Meetings with In-school coach

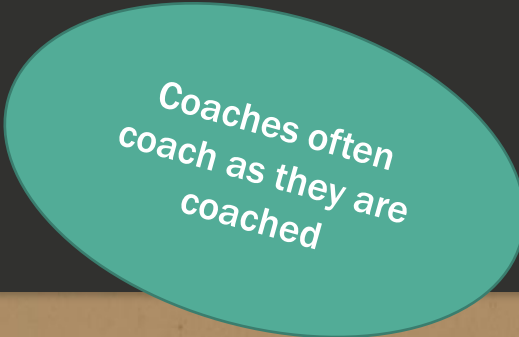
District Coaches' Meetings
Fidelity Checks
Implementation Support
Data Support
PBIS Team Training
Frequent Communication

Coaching Challenges

- **Diverse roles of In-School Coaches**
- **Understanding of coaching role**
- **Leadership & coaching experience**
- **Principal's view of coaching role**
- **Different In-School Coach from year to year**

Supporting In-School Coaches - Monthly District Meetings

- Keeps coaches updated & engaged
- Allows coaches to network
- Provides time for professional development sessions
- Opportunities to learn from the experience of others
- Fosters support and relationship building
- Models coaching in action



Coaches often
coach as they are
coached

Supporting In-School Coaches- Multiple Digital Supports

- Edmodo
- Video conferences
- Instructional videos
- TACKK
- Tiered Intervention Site
- Dropbox

<https://tackk.com/h6gzuw>

<https://tackk.com/kmullv>

Developing Coaching Skills

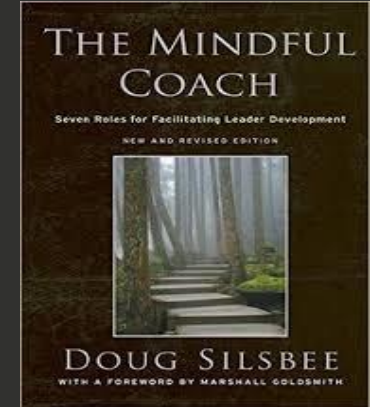
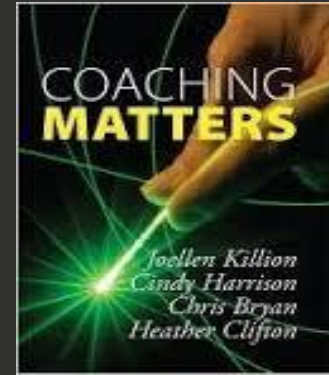
Assess PBIS coaching skills

- PBIS In-school Coach assessment
- Assess personal strengths

<http://richardstep.com/richardstep-strengths-weaknesses-aptitude-test/free-aptitude-test-find-your-strengths-weaknesses-online-version/>

Provide Coaching instruction

- Dedicated time to discuss & strengthen skills
- Research-based methods



Coaching in Cleveland County

Yonna Acuff, NCSIP Reading Coordinator
Morgan Blanton, Ed.D, Secondary MTSS
Coordinator



Our First Three Seasons


Season	Wins	Losses
<p>2013-14 Focus on the “Helmet” (beliefs, knowledge, & skills)</p> 	<ul style="list-style-type: none"> • No more silos! • Shifting perceptions. • Road map in place (manual). • <u>Knowledge/Skills</u> improved. • Developed 4GE and 2EC lead coaches 	<ul style="list-style-type: none"> • Admin understanding about coaching for all levels of teacher talent.
<p>2014-15</p> 	<ul style="list-style-type: none"> • Added more 3 schools and 3 coaches • <u>Developed</u> coaching support • Had successful coaching relationship • Continued coaching PD 	
<p>2015-16 Focus on the “Team”</p> 		

Current Season “Team CCS”

Our “Play Clock” is Still Running



Where we are?

Season	Wins	Losses
<p data-bbox="81 390 454 537">2016-17 Focus on the “Building the Franchise” (capacity, sustainability, and logistics)</p> 	<ul data-bbox="575 390 1265 687" style="list-style-type: none">● Involving all CTCs, CCs, and EC Lead Staff● Continue to remain un-siloed● Adjusting coaching PD plan reflectively and proactively● Involving all stakeholders in decision-making● Needs-based PD	

Huddle Time!

GE Coaches

- Questions We Had:
 - Do we need the same “playbook” or does it need to be revised?
 - What are the needs of our team?
 - What do our admin need to better equip them to utilize coaches effectively in their buildings?

EC Coaches

- Questions We Had:
 - Do we “punt” or continue “running the ball?”
 - Do we keep the same “players” on the team?
 - Do we need our “special teams?”

Moving Forward with EC Coaching

Continue coaching...

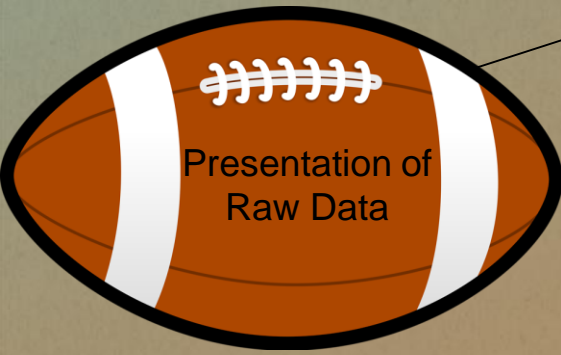
- Research-Based Programs (reading/math)
- Behavioral Interventions
- Programming for students with autism
- Progress Monitoring
- EC Compliance (logistics and paperwork)
- Instructional Strategies for students with HI or VI

GE Coaching :

4th Down &
Time to Punt



Coaching Support



To review / process the data



To interpret / clarify the data



To make decisions based on data

10 20 30 40 50 40 30 20 10

What We Discussed

Question about Types of Coaching

Interpretation: Most of us want to know more about Post-Observation Coaching strategies and Group Coaching strategies.

Which coaching strategies are you interested in learning about to use at your school?



Question about Coaching

Interpretation: Most of us think that sharing real-world experiences, examples, and learning coaching strategies would be the most beneficial.



Sharing and Learning from Each Other's Experiences

Real-World Scenarios



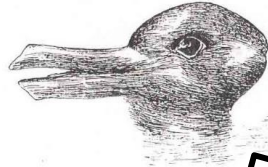
"TV Time-Out"/Note Cards



On an index card, please describe a real-world scenario that could be addressed with coaching.

Please complete individually.

Question about Barriers to Coaching



Perceptions of Coaching



Time

Question about Teacher Support

Interpretation: Most of us are asked to support teachers with Engagement, Student Behavior, Using Assessment Data, Eureka, and Reading Interventions.



Check any that apply.

Classroom Management	12	60.0%
Classroom Management	7	35.0%
Classroom Management	6	30.0%
Classroom Management	5	25.0%
Classroom Management	4	20.0%
Classroom Management	3	15.0%
Classroom Management	2	10.0%
Classroom Management	1	5.0%
Classroom Management	0	0.0%

Question about Coaching PD Needs

Interpretation: Most of us want more PD on building our coaching skills and/or coaching strategies.

Coaching Skills



Coaching Playbook



Future Plans for Coaching Support

Experience Sharing (small groups)



Coaching Strategy / Protocol



Coaching Successes



Coaching within Haywood County Schools

- *2014 became part of NCSIP's Coaching Collaborative*
- *Created "Leadership Team" to support initial coaching with two pilot schools*
- *Grown district-wide*
- *Grown within EC Department*
 - *Related Services*

Overall Goals

Empower Teachers

Increase Student Achievement

Build Relationships

Further Develop Communication

Teacher and Student

Teacher and Coach

Coach and Principal

BIG PICTURE

LEAD TEACHERS / INSTRUCTIONAL COACHES

- *8 Elementary*
- *3 Middle School*
- *3 High School*
- *1 Exceptional Children*
- *1 Behavioral Support Specialist*
- *1 Speech Language*
- *1 Psychologist*
- *1 OT/PT*

Why Lead Teachers?

Meet once per month with Supervisors facilitating

- *High level of content knowledge*
- *Curriculum / Assessment experts*
- *Leadership skills*
- *Good communication skills*
- *Work collaboratively w/ teachers and principals*

Why Leads within Related Services?

Meet once a month with Lead Provider facilitating

- *Build consistency within team*
- *Monitor student progress*
- *Referral Process*
- *Communication with teachers*
- *Collaborate to problem solve*

Who receives coaching?

- Teacher effectiveness monitored/evaluated
 - *Walk-thru Observations*
 - *Formal Observations*
 - *Fidelity Checks*
 - *Principal Referrals*
 - *Self-assessment*
- **Volunteer for coaching!*

Identified for coaching, then what?

Investigate...further observations, discussions with teachers...

- *Pinpoint need*
- *Plan with teacher / develop strategy*
- *Modeling / Guidance...as long as needed/effective*
- *Fade Support*

Communication with all parties involved is KEY!

TECHNOLOGY

- *MacBook Air Computers*
- *iPad Air Devices*
- *Swivls / Snowball Mics*
- *Bluetooth Head sets*
- *Google Hangout*
- *Google Drive*
- *Apple TVs*
- *Dongles*

Haywood County Schools

- *Contacts:*

- Carla Melton, EC Lead Teacher cmelton@haywood.k12.nc.us
- April Wilson, Lead Behavioral Support Specialist
awilson@haywood.k12.nc.us
- Brandi Stephenson, EC Director bstephenson@haywood.k12.nc.us



**Winston-Salem/Forsyth County Schools
Autism Team
March Institute
2017**



Autism Team



Team Members:

- Lisa Ewell (Autism Liaison)
- Jenny Gray (Autism Liaison)
- Jenny Greene (Occupational Therapist)
- Chris Pomper (Speech-Language Pathologist)
- Cassie Robacker (Autism Liaison)

Contact Information:

- Office: 336.703.4259
- Fax: 336.748.3029
- Location: Winston Salem/Forsyth County Schools

General Approach



1. Provide Training

- EC Teachers / TA's / Total Staff / Administration
- Trainings include but are not limited to:
 - Autism Overview
 - Evidence Based Practice
 - Environment – Classroom 'Set-Up'
 - Structured Teaching (visual supports, schedules, work systems)
 - Communication
 - Sensory Integration
 - Data Collection
 - Behavior
 - Functional Curriculum for the moderately functioning student
 - Make-n-Take – enhancement activities to support curriculum

General Approach – (continued)

2. Consultation / Coaching

- Consultation: Information gathering (IEP, target behavior(s), requested area of support), classroom observation, follow-up meeting with the teacher (see Form 1). Referral situations (typically student based)
- Coaching: Autism Team demonstrates Evidenced Based Practice (EBP) strategies within the classroom setting. Area of focus is determined by Rubric Walk-Through. Coaching is done in focus classrooms for the 2016-2017 school year (27 total separate setting classrooms; K-8)

3. Progress Monitoring

- Rubric Walk-Through (see Form 2: criterion referenced)
 - Separate setting classrooms serving students with a moderate to severe functioning level
 - Follow-up meeting with the teacher and building level administrator to review completed Rubric



AUTISM TEAM
Classroom Visit

Date: _____ School: _____
Teacher: _____ Arrival Time: _____ Departure Time: _____

Type of contact:

☐ Classroom Observation _____ ☐ Meeting _____

☐ Coaching _____ ☐ Other _____

Who is in attendance:

Notes/Questions:

Strengths:

To Do:

Who is responsible?

When will it be completed?	
----------------------------	--

1.

2.

3.

4.

5.

MAP/CORE – Functional Classroom
Rubric of Essential Components

School: _____ Date: _____ Time of Visit: _____

Teacher: _____ # of TA's: _____ # of Students Present: _____

Transitions Observed: YES NO	In Place Status			
	Full 2	Partial 1	Not 0	Not Observed
Environmental Inventory				
Designated (labeled) areas of room: <input type="checkbox"/> 1:1 or small group tables for direct instruction – (2) <input type="checkbox"/> Independent work systems (TEACCH) – (2-3) <input type="checkbox"/> Whole group – 'circle time' <input type="checkbox"/> Choice area – i.e. sensory items, puzzles, books, etc. <input type="checkbox"/> Computers <input type="checkbox"/> Individual schedules/Command Central <input type="checkbox"/> Backpacks/cubbies <input type="checkbox"/> Breakfast (whole group) table				
Appropriate use of boundaries; classroom has defined areas yet is easily accessible to students and staff				
Well organized / materials easily accessed / clutter-free / purposeful use of wall space				
Home/School Notebook sent home daily with 'Daily Sheet' indicating activity and behavior				
Sensory tools readily available: <input type="checkbox"/> fidgets <input type="checkbox"/> seat cushion <input type="checkbox"/> weighted lap pad <input type="checkbox"/> CD <input type="checkbox"/> Other:				
Structured Teaching				
Individual visual schedules: <input type="checkbox"/> Posted <input type="checkbox"/> In use by students				
Current master classroom schedule posted at command central				
Teacher assistant schedules/roles/responsibilities are posted at command central				
Classroom staff demonstrating knowledge of established roles & responsibilities				
Lanyard visual supports are in use by all classroom staff: <input type="checkbox"/> Lead Teacher <input type="checkbox"/> TA 1 <input type="checkbox"/> TA 2				
Evidence of use of visual supports: <input type="checkbox"/> social stories <input type="checkbox"/> desk cues <input type="checkbox"/> classroom rules <input type="checkbox"/> break cards <input type="checkbox"/> First-Then <input type="checkbox"/> token boards <input type="checkbox"/> choice boards <input type="checkbox"/> Other:				

Form 2
Rubric Walk-Through
Page 1

Form 2
Rubric Walk-Through
Page 2

	In Place Status			
	Full 2	Partial 1	Not 0	Not Observed
Evidence and use of work systems (TEACCH): ___ Students are independent ___ Appropriate task creation based on skill level ___ Monitored and reset by floater ___ Other:				
Routines and expectations are taught, practiced and positively reinforced Observed: <i>(either being taught or student understanding indicates routine was previously taught)</i>				
Evidence of classroom staff demonstrating errorless teaching during Direct Instruction				
Attention getting cues are used ___ timer ___ verbal ___ visual supports ___ rules ___ Other:				
Communication/AAC				
All students have a way to communicate and staff consistently models the use of these AAC systems. ___ PECS ___ Single Switch ___ GO TALK/Quicktalker ___ Picture Symbols/Boards (list): ___ Other:				
Software installed and evidence of use by teacher to expand classroom activities & students actively engaged with the software. ___ DTT ___ Boardmaker ___ Classroom Suite ___ Pixwriter ___ Other:				
Evidence of planned and unplanned opportunities for student engagement through communication. ___ Requests: ___ wants ___ needs ___ Responses to Communication: ___ questions ___ greetings ___ comments ___ Initiation of Communication: ___ questions ___ greetings ___ comments ___ Other:				
Curriculum/IEP/BIP				
Use of Styer-Fitzgerald Functional Curriculum based on completed assessments				
Evidence of data collection and lesson plans for Styer-Fitzgerald Notebook(s) include: ___ data sheets (current) ___ lesson plans				
For those students with problem behaviors, evidence of individualized strategies, including documentation (data)				

Challenges



1. Buy-in from teachers and teacher assistants
2. Staff turnover / teacher shortage
3. Lack of planning time for teachers
4. Inconsistent understanding of disability and EBP from building administrators
5. Growing number of students with Autism

Due to the challenges we face, the Autism Team frequently reassesses how best to support teachers, build capacity and ultimately, meet the needs of our students with Autism Spectrum Disorder.

Q & A



Who dares to
TEACH
must never cease to
LEARN

-John Cotton Dana



WSFCS AUTISM TEAM

Classroom Visit

Date: _____ School: _____

Teacher: _____ Arrival Time: _____ Departure Time: _____

Type of contact:

☐ Classroom Observation _____ ☐ Meeting _____

☐ Coaching _____ ☐ Other _____

<p>Who is in attendance:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Notes/Questions:</p>
<p>Strengths:</p>	

To Do:	Who is responsible?	When will it be completed?
1.		
2.		
3.		
4.		
5.		

Separate Setting – Functional Classroom
Rubric of Essential Components

School: _____ Date: _____ Time of Visit: _____

Teacher: _____ # of TA's: _____ # of Students Present: _____

Transitions Observed: YES NO	In Place Status			
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Environmental Inventory				
Designated (labeled) areas of room: ___ 1:1 or small group tables for direct instruction – (2) ___ Independent work systems (TEACCH) – (2-3) ___ Whole group – 'circle time' ___ Choice area – i.e. sensory items, puzzles, books, etc. ___ Computers ___ Individual schedules/Command Central ___ Backpacks/cubbies ___ Breakfast (whole group) table				
Appropriate use of boundaries; classroom has defined areas yet is easily accessible to students and staff				
Well organized / materials easily accessed / clutter-free / purposeful use of wall space				
Home/School Notebook sent home daily with 'Daily Sheet' indicating activity and behavior				
Sensory tools readily available: ___ fidgets ___ seat cushion ___ weighted lap pad ___ CD ___ Other:				
Structured Teaching				
Individual visual schedules: ___ Posted ___ In use by students				
Current master classroom schedule posted at command central				
Teacher assistant schedules/roles/responsibilities are posted at command central				
Classroom staff demonstrating knowledge of established roles & responsibilities				
Lanyard visual supports are in use by all classroom staff: ___ Lead Teacher ___ TA 1 ___ TA 2				
Evidence of use of visual supports: ___ social stories ___ desk cues ___ classroom rules ___ break cards ___ First-Then ___ token boards ___ choice boards ___ Other:				

	In Place Status			
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Routines and expectations are taught, practiced and positively reinforced Observed: <i>(either being taught or student understanding indicates routine was previously taught)</i>				
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